

Customer First

The Journal of the National Customer Service Association

Creating Memories for a Lifetime

Why everyone loves working at
Universal Orlando Resort

Lehigh Valley IronPigs

Showing Minor League
Baseball how it's done

UNIVERSAL

Masergy Delivers Performance Beyond Expectations

A high-touch approach
to service

Join Universal Orlando as they
celebrate 25 years of making
memories with guests from
around the world.

In this issue...

The first word...



Welcome to Issue 1, 2015 of *Customer First!*

We are once again very pleased to bring you another excellent edition of *Customer First*—a magazine dedicated to bringing excellence in service to every customer, every time. Here you will discover what customer-centric businesses do to ensure their focus is on customers—whether internal or external to the organization.

As you read how customers are served in businesses outside your particular industry, it is important to remember that ANY business may be your competitor. That may sound improbable. But in reality, your competition is **anyone who raises customer expectations**—because if someone else satisfies customers better than you, no matter what type of business, you suffer by comparison.

Thus your customers may compare your business to the excellent service they received at the bank, grocery or car dealership. It is your role to ensure that no matter who has served that customer before they come to you, your objective is to be the best—to leave that positive lasting impression. That is what a commitment to service is really all about.

Please share this issue of *Customer First* with your coworkers, colleagues and friends. It is our learning from one another that fuels competitive advantage.

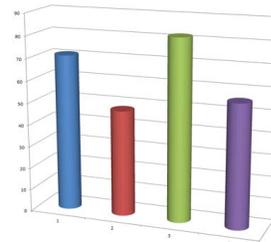
We are here for you.

C. William Crutcher, President
National Customer Service Association

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CREATING MEMORIES FOR A LIFETIME



BY TRISHA ENGLER AND DEBORAH COLANGELO,
UNIVERSAL ORLANDO RESORT
AND NIVI NAGIEL, NCSA

In Orlando, Florida, the themed entertainment industry is serious business, and the competition is fierce. Aiming to be recognized as the number one entertainment destination in the world, Universal Orlando Resort knows they have to deliver the best in customer service at every turn, and to constantly work to improve the guest experience. Over the past 25 years, the Universal Orlando team has done just that.

When Universal Parks and Resorts wanted to expand beyond their Hollywood Theme Park in 1990, Orlando—one of the world's top tourist destinations—was the natural choice for a new theme park and resort. Today, Universal Orlando includes two theme parks, four on-site hotels, and CityWalk—a 30-acre entertainment complex replete with nightclubs, restaurants, shops, mini-golf and

a cinema—and welcomes millions of guests every year. In 2015, Universal Orlando will proudly celebrate its 25th anniversary.

Trisha Engler, Senior Director of Guest Services, has been with Universal Orlando since January of 1990, just prior to its opening. With a retail background, Engler was hired straight out of college to work in the merchandise division, and has since moved around to fill positions in other departments, including operations, park services, and special events; and has served in a variety of capacities, including park services manager, special events manager, senior manager of merchandise division, assistant director of operations, and director of entrance operations. She feels fortunate to have been in the right place at the right time for such diverse opportunities, but points out that Universal Orlando is like a "little city," where anyone can have a gamut of job experiences, or stick to one department if they choose.

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Deborah Colangelo, Director of the Guest Contact Center, joined Universal Orlando two years ago, with a long background in travel and hospitality, including 25 years working for both cruise and tour operators. Colangelo says her time at Universal Orlando has been “an absolutely amazing experience,” thanks in part to the support she’s received from senior leadership in bringing the services of the contact center to their current high level. The contact center is “usually the first touch point for potential guests,” Colangelo explains, and her talented team is responsible for everything from answering questions to planning and selling vacation packages. Everyone at the contact center has fun, which is easy when what you do is “help people build memories.”

The culture at Universal Orlando, according to Colangelo, is “team-member friendly,” and every employee spends one to two days learning about the company’s mission and values: respect; teamwork; open communication; honesty, trust & integrity; recognition; and fun! Engler explains that these core values developed naturally because of the family atmosphere Universal Orlando has embodied since day one—where every single team member looks out for one another, communicates openly, and shares a commitment to delivering the best experience possible to every guest. And like a family, working at Universal Orlando is not a nine-to-five gig, but a 24/7, 365-days-a-year responsibility. As Engler emphasizes, “It takes such a team to pull off what we do here every day.”

Team member satisfaction is valued as highly as any other corporate concern at Universal Orlando. Employee satisfaction surveys are conducted every year, and leaders are held every bit as accountable for the results of these as they are for guest satisfaction or revenue results, according to Colangelo. As Engler says, it is the leaders’ goal to take care of their team members, knowing that having happy team members is indispensable to providing the excellent guest service Universal Orlando is proud of. To ensure team member satisfaction continues to improve, high level results from the employee satisfaction surveys are shared, and management collaborates with their teams to develop action plans based on the broad scope of information received.



Universal Orlando's emphasis on team member satisfaction pays off with every interaction.

These efforts have clearly paid off. Engler says that “there are so many team members still here that have been here since the opening and the first couple of years,” who she runs into sometimes after years, and they enjoyably reminisce about “back in the day.” Colangelo adds, “You can’t go to a single department and not find somebody that’s been there 20 years,” and is proud to report that their call center turnover rate is lower than average in what is a notoriously high-turnover business.

The philosophy of customer service at Universal Orlando is encapsulated as the “Universal Way,” which includes four guest service expectations:

- 1. Set the Stage**
- 2. Know Your Stuff**
- 3. Wow ‘em Now**
- 4. Be a Hero**

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Rising guest satisfaction survey ratings year after year are nice, but all the happy faces are the true reward.

According to Engler, the Universal Way is not a slogan or an initiative; it's a culture—a way of life—the goal of which is to be recognized as delivering the best guest service in the themed entertainment industry. "It's not about what we deliver, but how we deliver it... It's all about creating extraordinary experiences for our guests, and how we're constantly delivering on that promise," says Engler. Colangelo adds that the Universal Way relies on the concept of shared accountability; a "strong service culture where everyone has equal responsibility," regardless of department or role, front or back of house. "Everybody here at Universal Orlando plays a part in delivering that service," says Colangelo.

Training in the Universal Way includes the message that every single team member has the opportunity to be a hero. Every Universal Orlando employee knows the "Popcorn Story": no matter what role you play in the company, if you're in the park and you see a guest

drop their popcorn, you go and get them another one, Colangelo shares. The moral of the story is that it's all those little things that employees do for guests that create that winning overall guest experience. Team members know that "they are empowered to do whatever it takes to correct a situation or enhance the guest experience," according to Engler. If they lack the tools to directly help, they may have to engage with an appropriate member of management, but empowerment is taught and emphasized from day one. In this way, the guest is never left with that most frustrating feeling that a staff member they have approached is not in a position to help.

To track how well these standards of customer service are being met every day, Universal Orlando employs mystery shoppers to regularly evaluate team member performance, and conducts guest satisfaction surveys, both of which provide leadership with consistent feedback on the service being delivered. In addition, several internal recognition programs are in place to encourage and reward team members who go above and beyond. These programs include:

Way to Go, Applause Cards, Bravo Nominations

as well as peer-to-peer recognitions, with rewards ranging from monetary awards to premier parking spots; photos displayed in the main hallway and in the company's biweekly publication; and department recognition, including lunches, movie tickets, gas cards, and even airline tickets.

The biggest payoff to the efforts by Universal Orlando staff to live and embody the Universal Way, according to Engler, is that team members are proud to work there, and proud to bring their families to the park. Guest satisfaction survey results also point to the excellent service provided. Rising overall ratings year after year truly reflect how the teams continuously strive to enhance the guest experience by listening to customers and taking each comment seriously. Though never the goal of providing excellent service, external awards are always a much-appreciated benefit, as well as a testament to how much custom-

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ers notice and appreciate what you're doing. Last year, Universal Orlando was presented with the Brass Ring Award by the IAAPA (the International Association of Amusement Parks and Attractions) for the best training program in parks that have over one million visitors; and Universal Orlando's guest contact center just won the inContact 2014 Mojo Award in the "Voice of the Customer" category. To Colangelo, however, one of the greatest rewards of the job comes from observing at the front gate when she has time in the morning, and watching the guests walk into the park, "watching their faces, watching them all stop to take pictures, watching the smiles and watching their anticipation—that is the best start of the day you can imagine."

Because Orlando is one of the world's top tourist destinations, the intense competition Universal faces is both its biggest challenge, as well as the impetus to never rest in raising the bar when it comes to customer service.

As Universal Orlando kicks off its milestone anniversary, celebrating 25 years of remarkable success in an extraordinarily competitive industry and location, it is abundantly clear that the Universal Way is lived—genuinely and impeccably—by each team member, every day. Engler surely speaks for all Universal Orlando employees when she says, "It's really cool to work here, because we're creating memories. We're creating something that will last a lifetime." When you know something as simple as taking a family picture could turn out to represent the best memories of a person's childhood, it's impossible not to love what you do, which translates directly into exceptional customer service.

Trisha Engler is the Senior Director of Guest Services for Universal Orlando Resort in Orlando, FL.

Deborah Colangelo is the Director of the Guest Contact Center for Universal Orlando Resort in Orlando, FL.

Nivi Nagiel is the NCSA Senior Editor. ■

Universal Orlando employees love what they do, knowing that each little thing contributes to joyful lifelong memories. For some team members, visiting the park as a child is their own favorite memory!

Service Builder

An Engaging Consideration

The Aon Hewitt's 2014 "Trends in Global Employee Engagement" study reports that Millennials are the least engaged generation in the workforce, at 56 percent. Boomers are the highest, at 66 percent, and Generation X at 60 percent. Millennials tend to expect more from their employers, the job itself as well as their supervisors, than previous generations did. The study reports that Millennials need to hear from their supervisors on how they are doing—no news is not good news to this group. Millennials tend to read more into lack of communication, and interpret it to indicate they are performing poorly. That perception can (and, based on this study, appears to) lead to job dissatisfaction and a lack of engagement.



When a lack of engagement is present in any part of your workforce, it can be contagious, dragging others down into the same attitude, potentially affecting the morale of even the more positive and engaged employees. So, how do you identify a lack of engagement, short of an employee satisfaction survey? Certainly, good communication from supervisors is critical, but beyond work-related communication, we can encourage engagement by forming and maintaining positive relationships.

As we build relationships with employees—individually and in groups—we have the opportunity to impress on them the "why's" behind work expectations, to acknowledge their contributions to the organization, and to show appreciation for them as people. Stephen Covey, renowned author of books like *The 7 Habits of Highly Effective People*, would remind us that relationships can't be built when we most need them. Rather, we nurture them continuously because people are important; because their impact on our lives is yet to be fully realized and because we have the opportunity to enhance that impact through our investment in them.

Take the time to get to know your employees, one minute at a time. Each minute leads to a stronger relationship and begins to mitigate the likelihood that any employee or work group will disengage. Disengaged employees are unfulfilled; positive relationships can close that gap and create a win-win. All within your "Circle of Influence." Very little effort—huge outcome. ■

Our challenge to you: Create Your Own Statistics!

More Than Baseball

KURT LANDES, PRESIDENT & GENERAL MANAGER OF THE LEHIGH VALLEY IRONPIGS AND NIVI NAGIEL, NCSA



How does a Minor League Baseball (MiLB) organization lead the Triple-A market in attendance year after year? The same way any organization rises to the top: by maintaining a strong and unwavering focus on customer service. The Lehigh Valley IronPigs of Allentown, Pennsylvania, have proven they know that's just the ticket.

Since 2008, the IronPigs have fielded as the Triple-A team for the Philadelphia Phillies, among a national league of 30 Triple-A teams. Owners Craig Stein and Joe Finley are both from Pennsylvania, and have served as owners since the organization's inception. Kurt Landes, the IronPigs' first and only General Manager, has spent his entire adult life in baseball, this being his 21st season dedicated to the national pastime.

After a year and a half of hiring employees, building the ballpark and the organization in preparation for the team's 2008 opening, Landes began running operations for the IronPigs, with significant autonomy and a great deal of trust from its Major League

affiliate, the Phillies. The Phillies provide a great business framework, according to Landes, and the two affiliates strategize periodically and touch base weekly to stay apprised on how things are going. Once the budget is established, though, Landes is responsible for managing the 300 game-day staff who work April through September; 40 full-time, year-round employees; and 20 seasonal January-through-September employees.

The 600,000 fans the IronPigs have drawn each of the past seven years, winning them the number one spot in Minor League Baseball for average attendance since 2008, is a testament, Landes says, not to the facility or the entertainment, but to the level of service provided. And service excellence begins with a high-reaching vision: to be a model which all industries look up to. The process of crafting a vision, along with the associated expectations, is an important aspect to the

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The Lehigh Valley IronPigs are proud to have led Minor League Baseball in average attendance at Coca-Cola Park in Allentown, PA, every year since their debut in 2008.

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franchise—one which the IronPigs leadership is proud of.

In a business where so many employees have an opportunity to interact with customers—from parking attendants and security, to ticket-takers, ushers, and concession staff—relationship-building becomes critical to providing an enjoyable experience and to keeping fans coming back. So the IronPigs leadership makes sure excellence in service is always acknowledged and rewarded. Service awards begin at staff meeting acknowledgements, raffle tickets, and restaurant gift cards for game-day employees who go above and beyond. At the end of each season, the staff votes on those employees who most exemplify the organization’s culture of service, with prizes for the top 10 including a trip for two to Florida and other cash prizes.

The result is that the game-day IronPigs team is eager to make sure fans are having a great time, and to

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GM Kurt Landes has helped steer the IronPigs to extraordinary success, and is a very active member of the community.



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create a friendly, family-oriented, safe place to be, where the atmosphere is enjoyable and inviting. And all employees are made to feel part of that process.

“It’s all about how we treat our fans.”

Though they may be the only MiLB organization in the region, competition is still significant. As Landes emphasizes, the IronPigs are more than baseball; they are entertainment. With a little more than an hour’s drive to either Philadelphia or New York City, there are



Promotions Director Lindsey Knupp coordinates game-day entertainment and makes sure everyone is having fun!

countless alternatives for spending discretionary dollars on entertainment.

While franchises don’t typically disappear, Landes explains, if they become stale in any respect, whether it be the buildings, front office team, or vision, people stop coming. As an entertainment destination, the IronPigs have to stay new and fresh, every season.

With a vision to be at the top—to be known for superior customer service—and a creative, ambitious staff with a focus on fans, the IronPigs have become trendsetters in the industry; from the facility to the technology and amenities. Corporate sponsors respond year after year because of the fan focus, and remain partners because of their relationship with the team, because they are treated well, and because they want their brand associated with the positive environment which the IronPigs provide. The bottom line, according to Landes: “It’s all about how we treat our fans.” ■

Kurt Landes is the President and General Manager of the Lehigh Valley IronPigs of Allentown, Pennsylvania. Nivi Nagiel is the NCSA Senior Editor.

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Winning Strategies

BY LEHIGH VALLEY IRONPIGS

4 Pillars of Service

What does it take to win both on and off the diamond?

- *Attitude*
- *Teamwork*
- *Atmosphere*
- *Physical Environment*



Corporate Mission Statement

We are an enthusiastic team providing fun, family-friendly entertainment.

Service Mission Statement

We provide a positive and memorable experience for every guest, every time.



Service Statistics

"Interruptions"—Really?

An online poll of 848 U.S. workers conducted by Lee Hecht Harrison in Woodcliff Lake, New Jersey, recently asked respondents, **"What do you find most disruptive or distracting at work?"** The following results were produced:

% of POLLED U.S. EMPLOYEES	"disruptive or distracting" ELEMENTS
45%	Talkative coworkers
18%	Emails
9%	Odors
8%	Telephone calls
6%	Ambient noise
5%	Office design
5%	Nothing at all

More than one-fourth of the "disruptive or distracting" elements were identified as emails and telephone calls. This number is staggering, considering that most work by virtue of its nature requires communication with others to assure that the job is appropriately done. Emails and telephone calls facilitate that process—it may be someone needing your input, assistance or approval, or vice-versa. When you are the initiator of the call or email, it is because you need something. You certainly expect and appreciate a helpful and timely response. Change your mindset to realize that contact with your "customer"—internal or external—is never an interruption. It is a critical part of your job and represents the opportunity to serve others, which is why each job exists.

A wise supervisor once said, "When the phone quits ringing, I am worried." When that phone call or email comes in, look at it as the opportunity to provide assistance. You are needed when you can and will provide assistance. When your assistance is not needed, you may not be needed either. ■





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Masergy Delivers Performance Beyond Expectations

BY KARYL SCOTT, DIRECTOR OF CONTENT MARKETING, MASERGY COMMUNICATIONS, INC.

Masergy Communications, Inc. has defied conventional wisdom when it comes to customer service and this has paid off in a major way with industry-leading customer satisfaction, retention and continued business growth.

Most companies are automating and outsourcing customer service. Masergy does just the opposite. Not only has Masergy kept customer service operations in-house, it provides a high touch approach to addressing customers' needs and support requirements.

This is only logical since "service" is part of every managed service offering that Masergy provides.

Masergy is a provider of managed cloud networking, advanced security and unified communications solutions to enterprise customers. The 14-year-old company has consistently won the top honors in a variety of customer service competitions. And it continues to raise its Net Promoter Score (NPS) year after year.

Customer satisfaction is at the heart of Masergy's core values known as FEAT. This stands for Focused Service; Engaged and Involved; Always Customer First; and Transparency.

Masergy has pioneered an innovative, companywide approach to customer service. This customer-centric



CEO Chris MacFarland and employees receive the Dallas Business Journal Best Places to Work award.

approach extends across all facets of the business, including product design, sales engagement, product delivery and billing.

The most significant area of service differentiation is through Masergy's Customer Support Center, which makes its engineering staff available 24/7 for customers in need of immediate technical support. Masergy's engineers are able to work with customers in real time to troubleshoot their network issues.

When a customer has a problem and contacts customer service, they speak directly to a network engineer or security expert on the first call. In most cases, the problem is resolved on the spot. In other cases, Masergy discovers the problem before the customer does, resolves the issue and calls the customer to let them know the situation has been resolved.

Masergy also provides customers with a rich set of tools to monitor and manage their services, a best practice according to leading customer service experts.

"When something goes wrong, problems are resolved in a matter of moments," says Chris Plutte, co-founder and executive director of The Global Nomads Group in

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New York. "In some instances, Masergy has alerted us of a problem before we were even aware of it." Global Nomads is an educational non-profit organization that brings students in the U.S., Middle East and Africa together to foster greater cultural understanding.

Global Nomads uses Masergy's managed global networking service to conduct videoconferences between students in the U.S. and abroad. It started using Masergy's network services eight years ago. "Masergy's service is superior to other network service providers we use. We go into some very remote regions that don't have sophisticated communications infrastructure and due to Masergy, we're able to carry out our mission," Plutte says.

Masergy encourages its employees to continually evolve existing customer service processes and to develop new ones that improve the customer experience, and incorporates industry best practices to deliver consistently high levels of customer care.

Customer feedback is solicited through regular surveys and in-person account reviews. Customer satisfaction is measured on an ongoing basis, which contributes to Masergy's culture of continued service improvement.

"Masergy conducts surveys for service delivery upon completing the implementation of a customer's network, and for NOC support after a ticket is closed for a single site outage," says Cam Anderson, Masergy Senior Vice President of Global Operations. Customer satisfaction is so central to how Masergy operates,

Anderson reports on the survey results to the company's board of directors on a quarterly basis.

Masergy uses the Net Promoter Score (NPS) method by Satmetrix to gauge how satisfied customers are with Masergy's products and services. NPS results indicate how willing customers are to recommend a vendor to other companies. Masergy won a 61 NPS in 2014. By way of comparison, the communication service industry as a whole has a 24 NPS, which pales to Masergy's performance.

Masergy boasts a 99 percent customer retention rate and increased its customer base by 23 percent between 2013 and 2014. "This was a watershed year where we increased our rate of innovation while delivering the industry's best client experience as demonstrated by our latest Net Promoter Score," says Chris MacFarland, Masergy CEO.

So you can see why Masergy's corporate mission and brand value is to "Deliver Performance Beyond Expectations."

Customer Experience Drives Revenue

There is a strong correlation between customer experience and loyalty factors such as repurchasing, trying new offerings and recommending the company to colleagues, according to a Temkin Group 2014 report that looked at the ROI of customer experience. The Temkin Group is a leading customer experience research and consulting organization.

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Don't forget...

As a customer service professional, you are never alone. The NCSA—its staff, membership and loyal followers—are there for you. Become a part of something fantastic—something that allows you to learn, share and leverage off the talents of others also dedicated to the worthy enterprise of providing *Excellence in Service*.

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There is also a direct correlation between customer experience and revenue, according to an annual report published by Forrester Research, a technology advisory firm. Forrester's Customer Experience index (CXi) found a strong relationship between how customers rate their experience with a vendor and their willingness to purchase products again from that company. Some 71 percent of those surveyed said a good customer experience led to future purchases. Low customer churn was also associated with above-average CXi scores.

“Masergy’s security experts rapidly identify and resolve issues. They think outside of the box and do the extra analysis needed to help us keep our data safe.”

Part of the Team

Many of Masergy's customers view the company as an extension of their corporate IT departments, given the high level of customer support, speed with which they respond to problems and hands-on management of customer network, security and communications services.

“Masergy has become our trusted adviser,” says Brendon Mullen, IT Director at Continuum, a design consultancy that developed the revolutionary Swiffer product concept for Procter & Gamble. “We count on Masergy to provide the guidance and support we need for exceptional application performance. When you don't have an expansive IT staff or network engineer, this level of service and expertise is invaluable,” Mullen says.

Customer support is built into Masergy's products as part of its managed service offerings. This approach has been critical in winning over new customers as well as retaining existing ones. Masergy recently acquired Elevate as a customer. Elevate is an online

provider of innovative financial and credit services and is backed by a number of Silicon Valley venture capital firms such as Sequoia Capital.

Masergy provides Elevate with its Unified Enterprise Security service. And according to Jim Desmond, Chief Security Officer with the Fort Worth, Texas firm, “I would have to hire three or four additional security professionals to fill out our 24/7 security threat monitoring operations if it weren't for Masergy.” Masergy is viewed as part of Elevate's virtual team. “Masergy's security experts rapidly identify and resolve issues. They think outside of the box and do the extra analysis needed to help us keep our data safe,” Desmond says.

Masergy also gives customers a rich set of tools to manage their network, communications and security services. Intelligent Service Control is a web portal that lets customers view their network services, reallocate network bandwidth on demand and change Service Level Agreements (SLAs) based on the level of network performance needed. Masergy offers similar control to its Unified Communications as a Service offering called UCaaS Analyst, which gives customers access to key service performance metrics and service control. Both networking and UCaaS customers can access management features via mobile apps, which let corporate IT administrators access their services and change features from anywhere and at any time it's needed.

Clearly, Masergy has the right approach. The Dallas Business Journal and the Dallas Morning News named Masergy one of the Best Places to Work in 2014. Masergy also won the NCSA's All-Star Service Organization of the Year award for consistently maintaining a focused culture of customer service excellence.

Masergy's culture focuses on everything around the customer's experience. Some 90 percent of customers say their experience with Masergy is very good to excellent. Anything less wouldn't be performance beyond expectations. ■

Karyl Scott is the Director of Content Marketing for Masergy Communications, Inc. in Plano, TX.

Current Trends In Customer Expectations

BY MASERGY, INC.



Customer Experience Best Practices

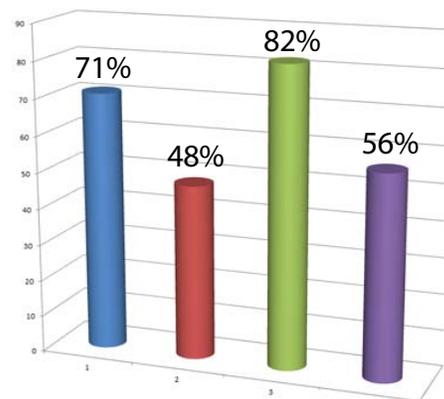
The New Year is upon us so there's no better time to look at emerging best practices in customer experience trends and technologies.

- Customers expect support 24/7.
- The need for speed means response time is as important as the actual response so strive to resolve issues on the customer's first contact.
- Deliver support across multiple channels from phone and web to mobile and social channels.
- Employ the latest technologies such as analytics to understand what your customers want and how to deliver it to them.
- Customers want to be brand loyal so make it easy for them to stay by listening and making them feel valued.
- Metrics matter so incorporate industry metrics and your own customer survey results in your customer service efforts organized around continuous process improvement.
- The customer experience continues after the transaction, so make sure your customer support is part of your customer loyalty efforts.

Pedal to the Metal

Speed is of the essence when it comes to the customer experience, according to a Harris Interactive study and LivePerson Connecting with Customers report. Here are some key findings:

- 71% expect assistance within 5 minutes.
- If they don't get it, 48% will abandon the process.
- 82% rank getting their issues resolved quickly a top priority.
- 56% say getting resolution on the first interaction is important.



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Service Reminder

**KNOW
HOW TO
SERVE**

**KNOWLEDGE
IS POWER**



At each of our businesses, we must:

- *Know* what our customers want.
- *Know* our job responsibilities and be aware of others' roles so we can support our customer to the extent possible.
- *Know* our individual level of empowerment from Management/Leadership.
- *Know* how to find answers to customer inquiries.
- *Know* to whom you escalate an issue and when.
- *Know* that each of us makes a difference in every interaction—have that difference always be a positive one.



...the last word

Customers are not yours for a lifetime. In reality, they are only loyal through the next interaction.

Believe this and you understand that you must provide an excellent customer experience, not just when it is convenient, but every time.

Even your most loyal customer will go someplace else, given a good reason to do so. Don't give them a reason. ■



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